

## Chief Executive's Report January/ February 2016

### 1. Winter pressures

The NHS nationally has been experiencing significant pressures over the last couple of months and we are no different. The Christmas and New Year holiday period was particularly busy in our hospitals with extremely high attendances at our Emergency Departments and admissions being at unprecedented levels, particularly at St James's hospital. I would like to take this opportunity to thank staff for their on-going commitment to ensure our patients receive high quality care in the timeliest manner.

We have been planning for the winter pressures for a number of months and have implemented the actions in the plan over the last few months. We have a wide range of additional capacity open across the Trust and partners in the community have also provided and commissioned additional community beds. We still however face a number of challenges and significant pressures due to the high number of patients needing to be admitted to hospital and the number of patients we have waiting to be discharged.

The extreme weather over the holiday period brought additional challenges for staff across health and social care with flooding affecting a number of local services. Staff worked extremely hard during this time to ensure services continued and patients received appropriate care and this has been recognised by the Chief Executive of NHS Improvement in a letter of thanks. Jim Mackay thanked staff for "*pulling together and co-ordinating services to provide care for those most in need*". He recognised how hard staff had worked during this period and that this response demonstrated their "*dedication to their profession and the communities they serve*".

### 2. New planning guidance

On 22nd December 2015 the national planning guidance for 2016/17 was released by the six national NHS bodies; NHS England, NHS Improvement, CQC, Health Education England, NICE and Public Health England. This guidance sets out a clear list of national priorities for 2016/17 and longer-term challenges for local systems, together with financial assumptions and business rules.

From this, all NHS Trusts are asked to prepare two separate but connected plans:

- a five year Sustainability and Transformation Plan (STP), place-based and driving the Five Year Forward View; and
- a one year Operational Plan for 2016/17, organisation-based but consistent with the emerging STP.

Arrangements for the development of our Trust one year operational plan are already in progress and our planning team is working closely with clinical service units, workforce and finance teams to produce this.

The aim of STP is to bring about better health, transformed quality of care delivery, and sustainable finances. Planning by individual organisations will increasingly be supplemented with planning by place for local populations. Every health and care system is being asked to come together, to create its own ambitious local blueprint for accelerating

its implementation of the Five Year Forward View. These STPs will cover the period between October 2016 and March 2021.

The STPs will be geographically determined plans holding underneath them a number of different specific delivery plans and must cover all areas of CCG and NHS England commissioned activity including specialised services, primary medical care, better integration with local authority services and reflect the local agreed health and wellbeing strategies.

The Leeds STP is being overseen by a subgroup of the Leeds Partnership Executive representing the organisations across health and care in the City. This sub-group is chaired by Tom Riordan, CEO of Leeds City Council and the clinical commissioning groups are represented by Philomena Corrigan, Chief Executive of Leeds West Clinical Commissioning Group and I am representing the NHS provider trusts.

### **3. CQC Visit date confirmed**

The Care Quality Commission has confirmed it will be returning to the Trust on the 10th-13th May 2016 to carry out an inspection, following its last visit in March 2014.

As part of its inspection, we know the CQC will have a particular focus on those areas it judged as requiring improvement in its 2014 report. We have worked extremely hard over the past 18 months to make real improvements to the quality of our patient care and safety and we hope the inspection will be a good opportunity to share the significant progress we have made.

### **4. 100K Genomes**

I am delighted to let you know that the Trust is to play a major role in developing personalised medicine for patients, following approval from NHS England to set up of a new Genomic Medicine Centre (GMC) for the Yorkshire and Humber region. The centre is expected to go live early in the New Year.

Our Trust will be working in partnership with Sheffield Children's NHS Foundation Trust and Sheffield Teaching Hospitals NHS Foundation Trust to establish the new centre, which will support the delivery of the national 100,000 Genome Project.

The project will look at genomes of patients with certain rare diseases and those with certain cancers. By comparing the genomes from lots of people, the GMC will help to give a better understanding of the diseases, how they develop and which treatments may provide the greatest help to future patients.

This is fantastic news for the region and has only been possible with the help of our staff. We already have some of the world's most advanced and respected genetics services and extensive research experience and pooling our expertise with colleagues from Sheffield and across Yorkshire will help to transform healthcare, not just for people in the region but around the world.

### **5. Leeds Improvement Method**

The Leeds Improvement Method, our work in partnership with the Virginia Mason Institute, is gathering pace particularly around our first work stream in elective orthopaedics at Chapel Allerton Hospital. In December 2015, I launched the very first Sponsor

Development Session in this area with Tony Whitfield, the Executive Director who is the Sponsor for this work. Our Trust is the first of five Trust partners to launch this work formally.

The Trust's Kaizen Promotion Office Team has been using lean techniques to map a patient's journey through a total hip or knee replacement, from the day of admission to ensuring they are safe in the recovery room. They gave us some useful insights into how we can apply a consistent and rigorous approach to reducing wasteful processes and eliminating errors, improving safety and the quality of care for our patients.

This approach relies on strong collaboration between teams and it's great that staff at Chapel Allerton and the Theatres and Anaesthesia CSUs are taking this work on board and are keen to develop it.

The next phase will involve small, frontline operational teams working together in a Rapid Process Improvement Workshop (RPIW) to cut down on waste in a number of key areas, including last minute theatre changes, the management and availability of equipment and timely access to pre-operative tests and patient data.

During January, we will be holding a number of engagement sessions with our medical staff to hear their thoughts on how we can all work together to ensure the Leeds Improvement Method helps us to improve the care we provide for our patients. We are currently finalising the next areas across the Trust where we are going to apply the Leeds Improvement Method and expect to be looking at improvements around discharge, critical care step down and how we manage referrals and bookings.

## **6. Junior Doctors strike**

On Tuesday 12th January, junior doctors across the NHS took industrial action in response to a national dispute with the Government. This period of strike action ran from 08:00am on Tuesday until 08:00 on Wednesday.

On the day of action, our emergency and urgent services continued as normal however, we were required to rearrange around 560 outpatient appointments and six inpatient/day case procedures. I would like to thank everyone across the Trust for their excellent planning and commitment on the day to ensure we kept our patients safe and disruption to an absolute minimum.

The next period of industrial action is planned for Wednesday 10 February 2016 (24 hours but providing urgent and emergency care). Plans are in place to manage the period of industrial action and every effort is being made to ensure that we maintain the safety and quality of care we provide to our patients whilst minimising the inconvenience.

We will continue to monitor the situation and plan for disruptions but in the meantime hope that all parties continue to discuss the dispute in an attempt to find a resolution.

## **7. LGI plans**

You may have seen the recent media coverage about our exciting vision for improving the LGI site to enable us to provide services for patients from much more modern and purpose built premises.

These plans are part of our wider Estates Strategy and are at a very early stage. Many of you will be aware we have been gradually moving clinical services from older, less appropriate accommodation at the LGI that is no longer fit for purpose and centralising inpatient care in the more modern Jubilee Wing and Clarendon Wing. Now we are starting to consider how we can achieve the maximum possible benefit for patients by redeveloping other parts of that site.

Our overall aims are to deliver our clinical strategy, which is to consolidate Leeds Children's Hospital and to have dedicated day surgery facilities, increased operating and critical care capacity, and modern outpatient services at LGI. We have had some initial discussions with Clinical Directors based on some initial ideas we asked designers to work up but we are obviously at an early stage. As plans progress we will ensure we engage with our staff, patients and other partners and keep you informed.

## **8. Listening and learning**

- I was delighted to meet young people from West Oaks School in Leeds and present them with their certificates for successfully completing a project as part of the Trust's Get Me Better programme. The project focused on helping young people with learning disabilities feel less anxious about the prospect of coming to hospital.
- Linda Pollard and I welcomed Professor Tim Briggs, DH National Director for Clinical Quality and Efficiency and Professor Tim Evans, DH National Director for Clinical Productivity to our Trust to talk about the work they are doing across the country called Getting It Right First Time. 'Getting It Right First Time' is based on a report of the same name looking at improving orthopaedic care in the NHS. The report proposed a number of solutions for driving up the quality of care for patients while making cost savings. This work links well with our Leeds Improvement Method and Lord Carter's review. The Professors met our senior leaders and were extremely complimentary about our work and the vision we have for services in Leeds and were particularly impressed with the work we have all done around developing and living The Leeds Way.
- I met colleagues on the Joint Partnership Board, a forum with the University of Leeds, to support our application to become a designated National Institute for Health Research (NIHR) Biomedical Research Centre (BRC). We are already a BRU in musculoskeletal disease but want to further develop our NIHR portfolio and at the meeting we considered presentations on cardiovascular and gastrointestinal work to help us shape our bid.

## **9. Celebrating success**

- Congratulations to the Colorectal Cancer Multidisciplinary Team at St James's for being named the 2015 winner of the Cancer Research Excellence in Surgical Trials (CREST) award. The award was given by the National Institute of Health Research Clinical Research Network (Cancer) for the team's success in recruiting patients to clinical trials and raising public and patient awareness of colorectal cancer.
- Well done to Anne Aspin, a Neonatal Surgical Nurse Consultant at Leeds Children's Hospital (LCH) who has been named 'SHINE Professional 2015' by the national charity SHINE. SHINE supports children, families and adults with Spina Bifida and Hydrocephalus.

- I'm very pleased to report that in the Care Quality Commission's recent National Maternity Services survey, we performed extremely well. We are among the best performing hospital trusts for care during labour and birth and have made significant improvements in postnatal care, in areas like length of stay and cleanliness.
- Congratulations to Mr Donald Dewar, a Consultant Plastic Surgeon at the Trust who has won the Plastic Surgery Trainees Association (PLASTA) Golden Scalpel Trainer Award 2016 for his excellence in plastic surgery training and to Miss Helen Douglas, one of his trainees, who has also won the Ian MacGregor medal for excellence in the Fellowship of the Royal College of Surgeons PLAST exam.
- Congratulations to Professor Stephen Smye, Director of Research and Innovation at the Trust and a Theme Lead of the National Institute for Health Research Clinical Research Network who has been awarded an OBE in the New Year's Honours List for services to health research.
- Well done to the Children's Research Team who won the Clinical Research Network's Project Twenty competition for their systematic and sustainable improvement in the number patients recruited into trials.
- Well done Sylvia O'Connell, Colorectal Admissions Officer, on the wonderful feedback from a patient recently. The patient wrote: "You have no idea how much your help, understanding and much more assisted me. Words can't express how much it meant to me." Sylvia took a great deal of care to ensure the complex admission and tracking of the patient's journey went smoothly, after the patient had a less positive experience elsewhere in care. This is a great example of how a patient-centred approach can really transform a patient's opinion of the Trust and what we do.
- Congratulations to Dr Mike Bosomworth who has been named by the Prime Minister as the UK's 430th "Point of Light" winner in recognition of his achievement earlier this year in raising £15,000 for brain research thanks to an epic cycle ride across the USA.
- A wonderful letter in The Yorkshire Post congratulated the Trust on the success of the 'Be a Hero' campaign. It was written by Ian Trenholm, the Chief Executive of NHS Blood and Transplant who praises the campaign for shedding light on 'the reality of what it's like waiting for an organ transplant, the joy of receiving a lifesaving organ and the brave decision made by families to support the donation of their loved one's organs when they die.' The campaign has seen 42,000 more people in Yorkshire join the organ donor register since July, which is a remarkable achievement. Well done to everyone involved.
- Praise for all staff across the NHS was shared in a fantastic letter in the Yorkshire Evening Post from Councillor Peter Gruen, who is Chair of the Adult Social Care, Public Health and NHS Scrutiny Board at Leeds City Council. He praises the dedication, commitment, resilience and willingness to work together of staff across the health and social care sectors in Leeds, writing: "Everyone I have spoken with, no matter in which position in their service, is passionate about, dedicated to and positive about doing the best job possible." He ends by thanking all staff in the health and social care sectors, saying, "we should be proud of their service."

**Julian Hartley**  
**Chief Executive**  
**21st January 2016**